

EXHIBIT A

TO REGISTRATION STATEMENT

MAY 7 9 22 AM '81

Under the Foreign Agents Registration Act of 1938, as amended

INTERNAL SECURITY  
SECTION  
REGISTRATION UNIT

Furnish this exhibit for EACH foreign principal listed in an initial statement  
and for EACH additional foreign principal acquired subsequently.

1. Name and address of registrant Ruder & Finn Inc. 110 E. 59th Street, NYC NY 10022		2. Registration No. 1481
3. Name of foreign principal National Hotels and Properties Devestment Program and Jamaica Resorts Hotel	4. Principal address of foreign principal 2 King Street Kingston Jamaica W.I.	
5. Indicate whether your foreign principal is one of the following type:		

☒ Foreign government

☐ Foreign political party

☐ Foreign or ☐ domestic organization: If either, check one of the following:

☐ Partnership

☐ Committee

☐ Corporation

☐ Voluntary group

☐ Association

☐ Other (specify) \_\_\_\_\_

☐ Individual - State his nationality \_\_\_\_\_

6. If the foreign principal is a foreign government, state:

a) Branch or agency represented by the registrant.

National Hotels and Properties Devestment Program , Jamaica Resorts Hotel

b) Name and title of official with whom registrant deals.

Compton N. Rodney, Managing Director of National Hotels & Properties Limited

7. If the foreign principal is a foreign political party, state:

a) Principal address

b) Name and title of official with whom the registrant deals.

c) Principal aim

NOT APPLICABLE

8. If the foreign principal is not a foreign government or a foreign political party,

a) State the nature of the business or activity of this foreign principal

NOT APPLICABLE

TERMINATED

DATE 3-31-83

b) Is this foreign principal

Owned by a foreign government, foreign political party, or other foreign principal . . . . Yes ☐ No ☐

Directed by a foreign government, foreign political party, or other foreign principal . . . Yes ☐ No ☐

Controlled by a foreign government, foreign political party, or other foreign principal . . Yes ☐ No ☐

Financed by a foreign government, foreign political party, or other foreign principal . . . Yes ☐ No ☐

Subsidized in whole by a foreign government, foreign political party, or other foreign principal . . . . . Yes ☐ No ☐

Subsidized in part by a foreign government, foreign political party, or other foreign principal . . . . . Yes ☐ No ☐

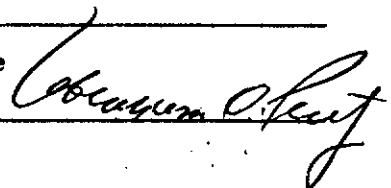
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9. Explain fully all items answered "Yes" in Item 8(b). (If additional space is needed, a full insert page may be used.)

NOT APPLICABLE

10. If the foreign principal is an organization and is not owned or controlled by a foreign government, foreign political party or other foreign principal, state who owns and controls it.

NOT APPLICABLE

Date of Exhibit A 4/27/81	Name and Title Abraham D. Peritz -Controller	Signature 
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DOJ

UNITED STATES DEPARTMENT OF JUSTICE  
Washington, D.C. 20530

RECEIVED  
U.S. DEPARTMENT  
OF JUSTICE Oct. 31, 1981  
CRIMINAL DIVISION

MAY 7 9 22 AM '81

INTERNAL SECURITY  
SECTION  
REGISTRATION UNIT

EXHIBIT B

TO REGISTRATION STATEMENT  
Under the Foreign Agents Registration Act  
of 1938, as amended

INSTRUCTIONS: A registrant must furnish as an Exhibit B copies of each written agreement and the terms and conditions of each oral agreement with his foreign principal, including all modifications of such agreements; or, where no contract exists, a full statement of all the circumstances, by reason of which the registrant is acting as an agent of a foreign principal. This form shall be filed in duplicate for each foreign principal named in the registration statement and must be signed by or on behalf of the registrant.

Name of Registrant	Name of Foreign Principal
Ruder & Finn Inc.	National Hotels & Properties Devestment Program and Jamaica Resorts Hotel

Check Appropriate Boxes:

- ☐ The agreement between the registrant and the above-named foreign principal is a formal written contract. If this box is checked, attach two copies of the contract to this exhibit.
  - ☐ There is no formal written contract between the registrant and foreign principal. The agreement with the above-named foreign principal has resulted from an exchange of correspondence. If this box is checked, attach two copies of all pertinent correspondence, including a copy of any initial proposal which has been adopted by reference in such correspondence.
  - ☒ The agreement or understanding between the registrant and foreign principal is the result of neither a formal written contract nor an exchange of correspondence between the parties. If this box is checked, give a complete description below of the terms and conditions of the oral agreement or understanding, its duration, the fees and the expenses, if any, to be received.
4. Describe fully the nature and method of performance of the above indicated agreement or understanding.

Work to be done was confirmed via telex, copy of which is attached.

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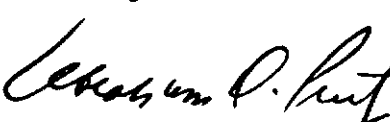
DATE 3-31-83

5. Describe fully the activities the registrant engages in or proposes to engage in on behalf of the above foreign principal.

Please see copy of proposal attached

6. Will the activities on behalf of the above foreign principal include political activities as defined in Section 1(o) of the Act?<sup>1/</sup> Yes ☐ No ☒

If yes, describe all such political activities indicating, among other things, the relations, interests or policies to be influenced together with the means to be employed to achieve this purpose.

Date of Exhibit B	Name and Title	Signature
4/27/1981	Abraham D. Peritz Controller	

<sup>1/</sup> Political activity as defined in Section 1(o) of the Act means the dissemination of political propaganda and any other activity which the person engaging therein believes will, or which he intends to, prevail upon, intimidate, convert, induce, persuade, or in any other way influence any agency or official of the Government of the United States, or any section of the public within the United States with reference to formulating, adopting, or changing the domestic or foreign policies of the United States or with reference to the political or public interests, policies, or relations of a government of a foreign country or a foreign political party.

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OF JUSTICE  
CRIMINAL DIVISION

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INTERNAL SECURITY  
SECTION  
REGISTRATION UNIT

23RD APRIL, 1981

ATTN: MRS HARRIET MOUCHLY-WEISS  
RUDER AND FINN, INC.

I CONFIRM THAT RUDER AND FINN HAVE BEEN ENGAGED ON THE  
FOLLOWING BASIS FROM THE 1ST APRIL, 1981:-

DIVESTMENT PUBLIC RELATIONS - US DOLLARS 15,000 PER MONTH  
PLUS EXPENSES OVER A SIX  
MONTH PERIOD.

NORMAL PUBLIC RELATIONS - US DOLLARS 10,000 PER MONTH PLUS  
EXPENSES.

THE CONTRACT IS TERMINABLE ON ONE MONTH'S NOTICE IN WRITING ON  
EITHER SIDE.

RUDER AND FINN WILL BE GIVEN AN IMPREST OF US DOLLARS 10,000  
FOR EXPENSES WHICH SHOULD NOT EXCEED US DOLLARS 5,000 PER  
MONTH FOR EACH OF THE TWO ACTIVITIES ABOVE-MENTIONED WITHOUT  
NATIONAL HOTELS AND PROPERTIES' PRIOR APPROVAL.

THE NECESSARY CONTRACT DOCUMENT IS BEING PREPARED AND WILL  
BE SENT TO YOU SHORTLY.

REGARDS,

COMPTON N. RODNEY  
NATIONAL HOTELS AND PROPERTIES

TERMINATED

DATE 3 31 81

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TELEX TO: OLIVER CLARKE  
JAMAICA

TELEX #2912319

RE: Proposal for Public Relations Support Campaign for NHP Hotels with  
Divestment Program Plan

Pursuant to our telephone conversation, I have put together the following proposal which I feel answers your immediate needs. Obviously, once you have decided to work with us and I have visited the sites, the program can be more detailed and a time plan developed.

I feel the amount of fee we would need is \$12,000-\$15,000 a month plus expenses. The majority of the time would be put into the divestment program.

I would consider myself personally responsible for the program and would bring to bear my considerable hotel-investment experience gained from the past ten years working with the Hilton International chain and other hotel-investment related programs in the Middle East. I have been responsible for specific tourist-economic programming aimed at interested potential investors in exactly the same type of lessee operations in which you are interested. I would obviously work together with the account executive in our firm who would handle the publicity program under my supervision. This person, by the way, would have no other Jamaica tourism responsibilities.

#### Part I - Jamaican Hotel Divestment Program

In view of the present attitudes towards tourism in Jamaica, combined with the past investment atmosphere, an hotel divestment program which is to be effective needs to be carefully designed in a combination package of publicity and direct business strategy. The publicity should seek to create a favorable image for the Jamaican investment climate in general, and the hotels in particular. A hard-core selling plan also needs to be devised and implemented.

#### PUBLICITY

Objective: Publicity efforts should be geared primarily to the financial and economic press which would highlight present government efforts to improve

the investment atmosphere and to create favorable conditions for a foreign investor in any island enterprise, and specifically the hotel and tourism industry.

Preliminary: The account team should visit the appropriate Jamaican government officials as soon as possible to discuss current government programs and attitudes in this regard.

Proposed Operations: (1) Ruder & Finn should work in conjunction with the appropriate Jamaican officials to insure that the information kit which is being prepared by the government for distribution on March 31, 1981 be as complete as possible.

(2) The kit should contain a feasibility study on investments and tourism in general and specific statistics on the hotel industry. Relevant information from the kits developed in the ongoing publicity program on the specific hotels should also be incorporated in this package.

(3) A detailed list of potential investors-leasees should be put together as soon as possible which should include potential leasees from the United States, Canada, France, Holland and other European countries.

#### SALES STRATEGY

Objective: There are at least two ways to sell-lease properties. One is by making the potential buyer/leasee feel that he is getting a bargain at such a low price, that with a small investment, he will begin to realize an immediate return on his investment. The other way is to create the feeling that a potential buyer/leasee is getting a hotel in prime condition which offers an ongoing long term profitable venture that he cannot afford to miss.

Preliminary: All of the hotels need to be visited in order to determine which sales strategy would be most appropriate in each case.

#### Proposed Operations:

1. On the basis of these findings, Ruder & Finn will develop an appropriate sales presentation for each hotel or for groups of the hotels. This would include

endorsement letters from other hotel business enterprises in Jamaica who have been or are conducting successful businesses on the island. Data on government programs which are being implemented to enhance the investment climate should also be included.

2. Ruder & Finn will arrange meetings with potential investors which should be hard-core optimistic meetings, to be followed by visits to the actual sites.

3. Obviously, in anticipation of these visits, the hotels should be put in the best possible condition so that they are preceived as desirable properties.

4. Because excellent prospects for successful deals may exist in Europe, Japan and Latin America, as well as in the United States, we plan to approach key hotel prospects in major countries through the appropriate Ruder & Finn International Partner in each country. Our Partners operate leading public relations consultancies in each country, so that we can assure Jamaica that we will be reaching the cream of the international hotel trade through our International Partner group. We will plan to bring appropriate partners to New York and possibly to Jamaica, for a thorough briefing on the Jamaica hotel situation so that they can best represent the various properties with investors.

#### Part II - Ongoing Tourist/Hotel Publicity

Ruder & Finn's ongoing publicity effort will consist of two parts:

1. Ongoing publicity for the eight hotels presently operated by NHP.
2. Support publicity toward the divestment of these same eight hotels.

It should be noted that successful divestment of all eight hotels will mean the termination of Ruder & Finn activities as promotional responsibilities will then pass into the hands of lessee holders/purchasers. Until complete divestment is achieved, however, publicity efforts on the part of Rude & Finn will be considered ongoing.

##### 1. Ongoing Publicity

Objective: to create interest on the part of the general consumer,



the travel press, and the travel industry as a whole in the eight NHP hotels. This part of the program is principally devoted to attracting visitors to the hotels, although successful publicity in this area will certainly facilitate the divestment part of the program. In the financial community, our message will be that the hotel industry of Jamaica is returning to private enterprise from government ownership in line with the approach of the Seafa government.

Preliminary: Because we intend to market the eight hotels as a group, a short initiation period will be necessary during which time the executive s responsible for this account will have the opportunity to familiarize themselves with the eight hotels and establish a working knowledge of their relative strengths and weaknesses. During this period, the account people will visit the hotels, meet with their managers and collect information to be used in the development of a press kit and an evaluative questionnaire.

Proposed Operations:

- a. Preparation and distribution to travel press and travel agent groups of a press kit comprising information on the eight NHP hotels -- outlining costs, special features, and geographic high-lights. The press kitt will also be useful in providing potential lease-holders or purchasers with background on the hotels.
- b. Preparation and distribution of questionnaires within the travel industry in order to discover how NHP hotels are perceived, how their image can be improved, and how they can appeal to new markets.
- c. Investigation of appropriate travel fairs and conventions where NHP can set up booths or distribute publicity.
- d. Mailings on a regular basis to travel agents, travel press, and financial press, supplying information on NHP hotel packages and tours as well as press releases on important visitors and events.

I hope that this brief program outline meets your needs. If there are any further questions, please let me know.

Looking forward to meeting and working together with you and your colleagues,  
I am,

Harriet Mouchly-Weiss  
President  
Ruder & Finn International